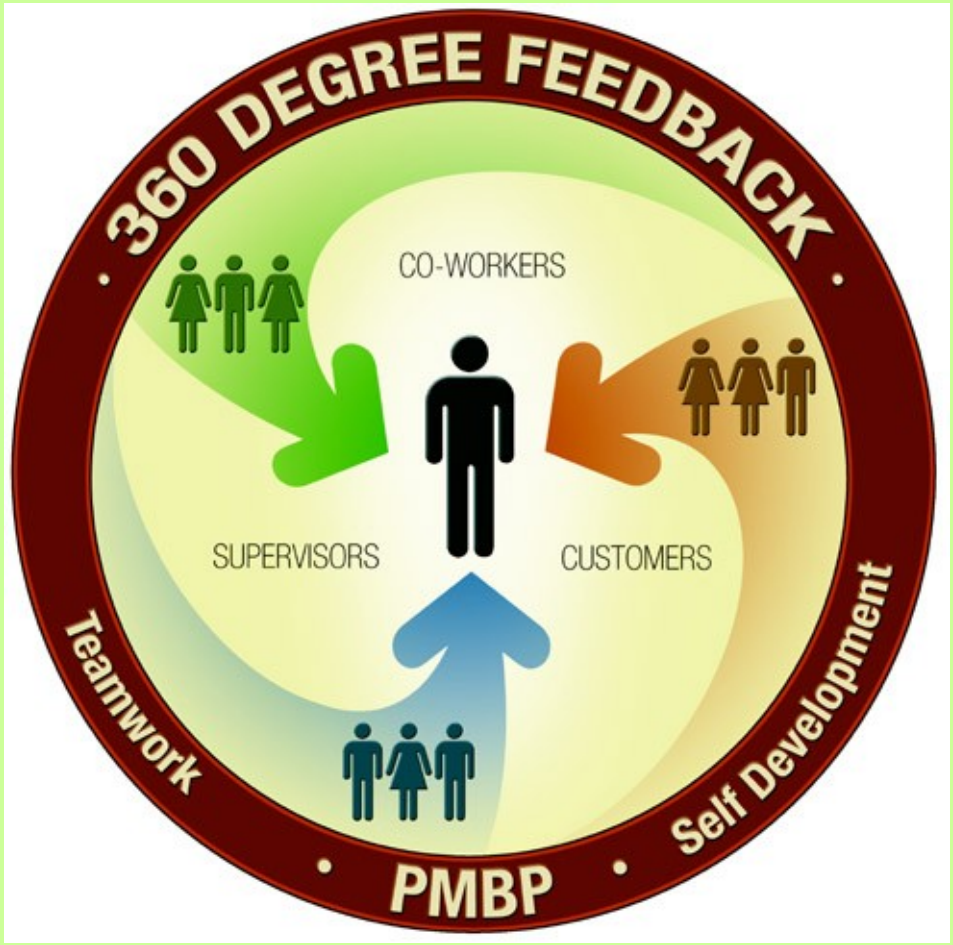
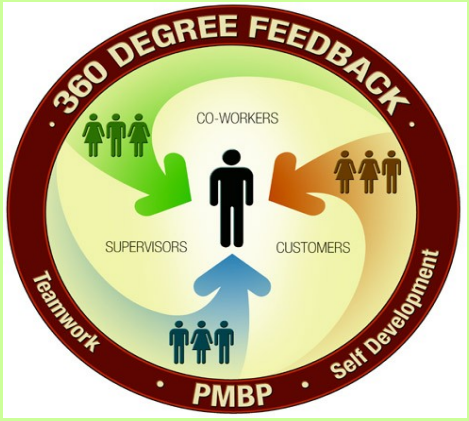
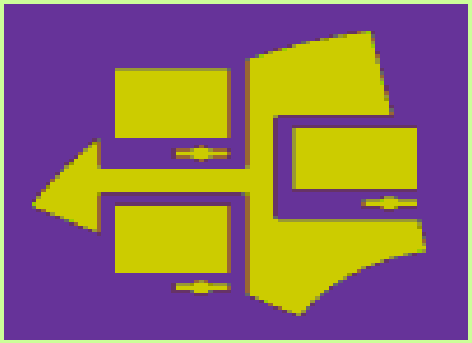

360 DEGREE FEEDBACK
CO-WORKERS
SUPERVISORS
CUSTOMERS
Teamwork
Self Development
PMBP



Purpose

Enhance the Team Environment to support Project Management Business Process

Concept



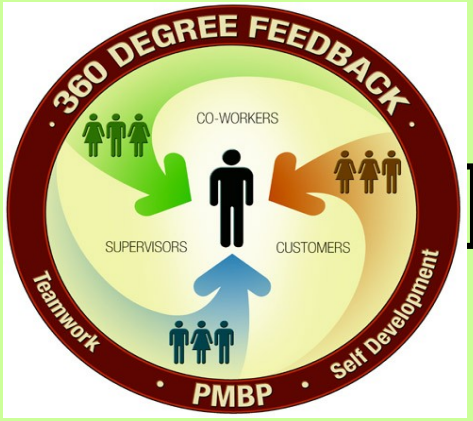
- Web-based, automated survey
- Employee selects 10 peers & customers, with supervisor concurrence
- Summary reports provided to employee and supervisor
- Employee develops Personal Action Plan to enhance strengths and improve weaknesses
- Supervisor coaches using the feedback

uiding Principle

- Do no harm!
- Culture change happens gradually – Small accomplishments that will last.
- Supervisors experience it before employees
- Help supervisors develop into coaches
- Keep the purpose in sight

ommunications Plan

- Commander’s Town hall meeting
- Commander’s Video
- Staff Meetings
- Website- Q & A, SOP
- Employee newsletter article
- Supervisor Training sessions
- LP Testimonials

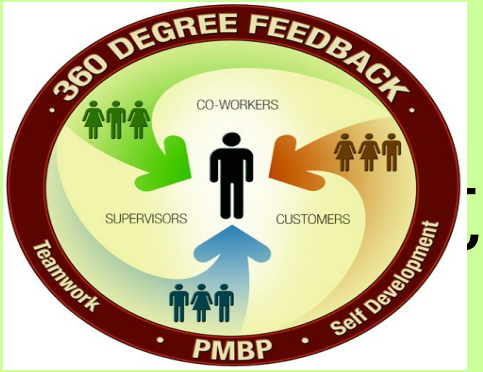


Implementation Plan

- Round 1 : Senior Leaders & Branch Chiefs
- Round 2: Section Chiefs
- Round 3: Project Managers
- Round 4: Selected Divisions
- 100% implementation ??-- undetermined

Challenges

- Fears of employees and supervisors
- Everybody has an opinion
- Software installation problems
- Time consuming
- Dual purposes complicate the process:
  - Self-awareness and improvement
  - Information for supervisors



trengths/Advantages

- Strong Command support
- LP Graduates as proponents
- Lessons learned/advice from others
- Diverse Project Delivery Team
- Union representation on PDT
- LP Consultant for Supervisors training

Lessons Learned

- Have a clear purpose; purpose affects the design
- Survey questions must be simple and clear
- Avoid “always” and “never” terminology
- Communicate, communicate, communicate
- Train on giving usable feedback
- Develop proponent base
- Listen to & address fears and concerns
- Do not link to ratings for best feedback

sons Learned (Cont.)

- Use test groups to refine questions
- Emphasize the end result – improved team effectiveness
- Allow for software problems
- Gauge timing carefully
- Address union concerns early
- AAR and refine the process

Questions